

# Cassies 2007 Cases

**Brand/Case: Chocolate Milk Nutrition Education Promotion**

**Winner: Events, Seasonal and Short Term—Bronze**

## **Client Credits: Prairie Milk Marketing Partnership**

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**Crossover Notes:** All winning cases contain lessons that cross over from one case to another. David Rutherford has been identifying these as Crossover Notes since Cassies 1997. The full set for Cassies 2007 can be downloaded from the Case Library section at [www.cassies.ca](http://www.cassies.ca)

- Crossover Note 1. What a Brand Stands For.
- Crossover Note 2. Brand Truths.
- Crossover Note 12. Changing the Goalposts.
- Crossover Note 18. Keeping it Simple.
- Crossover Note 19. Great minds think alike

To see creative, go to the Case Library Index and click on the additional links beside the case.

## EXECUTIVE SUMMARY

**Business Results Period (Consecutive Months):** August to October 2006  
**Start of Advertising/Communication Effort:** August 14, 2007  
**Base Period for Comparison:** Same period year ago (Aug to Oct 2005)

Our goal was to increase the consumption of chocolate milk in Prairie Canada with a limited budget in a category—beverages—that has seen unprecedented innovations and product launches in recent years.

In terms of the product – kids love it! If it’s in the fridge, they will drink it. However, getting it there is a problem because Prairie Moms hold a number of misconceptions about chocolate milk. [Crossover Note 1](#).

We needed to change this, and this case shows how we did that, dispelling myths and aggressively growing volume over the case period.

## SITUATION ANALYSIS

Chocolate milk is a growth opportunity for the Prairie dairy industry. There’s been an explosion in the beverage category with unprecedented growth in waters, juices and sports beverages. If these “healthy” beverages can enjoy unparalleled growth, why should chocolate milk not benefit from these category trends.

However, while chocolate milk has a strong nutrient profile, equal to or greater than that of competing beverages, the majority of Prairie adults see it as treat or junk food and buy it infrequently if at all. [Crossover Note 2](#). Forty one per cent of Prairie adults believe that chocolate milk is not as nutritious as white milk. More than half rate it at 5 or less on a 10 point scale for being good for you. Similarly, because chocolate milk is popular with kids, parents reject it. If kids like it so much it can’t be good for them.

Hence, a) there was an opportunity to grow chocolate milk volume and b) we had to dispel the myths that stop chocolate milk from being a viable alternative.

The resulting business objective was to grow chocolate milk volume by 15% to 20% during the promotional period. This was despite ASC restrictions that disallow cross category comparisons in TV. So, while chocolate milk contains no more sugar than unsweetened orange juice, or ½ a banana, this claim could not be made on TV.

The Man/Sask/Alta budget for the promotion (net, excluding fees) was as follows:

• Media	\$357,000
• Creative/production	\$162,000
• Sampling	<u>\$133,000</u>
Total	\$652,000

## STRATEGY & INSIGHT

### a) Analysis and Insight

We needed to unveil a) the most opportune target and b) the best way to position chocolate milk for growth. Research showed that:

- Kids love chocolate milk. If it's in the fridge, they will drink it. So investing money against them was redundant. They are already fans.
- We needed to convince Mom of the nutritional value of chocolate milk. Her mistaken beliefs were keeping chocolate milk out of the fridge.

The true insight lay in how to change these perceptions. **Crossover Note 18**. Complicated nutrient messaging has become wallpaper because of complex and often conflicting messages. **Crossover Note 19**. (See also the Wonder Bread case.) Rather than traditional nutrition-based messaging, we would compare the value of chocolate milk to other well known products that mom's advocate. **Crossover Note 12**.

### b) Communication Strategy

- Dispel misconceptions that Moms had about chocolate milk, in order to stimulate purchase in both the short and the long term, by comparing chocolate milk with the nutritional equity of other well-known beverages:
  - Chocolate milk contains the same 15 essential nutrients as white milk
  - Chocolate milk contains no more sugar than unsweetened orange juice (used in-store because of ASC cross-category restrictions)
- Use a mix of media to match Moms' purchase cycle (from the home, to the store, to the fridge) through the use of:
  - Mass advertising
  - In-store merchandising and sampling
  - Fridge magnets

## CREATIVE EXECUTION

This was simple. We personified chocolate milk, developing a likable character who sits in his psychiatrist's office lamenting the stereotypes... "oh, you're chocolate milk, you must be an unhealthy choice...". Our product claim is made from his viewpoint... "well I'm not. I contain the same 15 essential nutrients as white milk, to help kids as they grow."

Tonality was key. If too serious it could be ignored. If too flippant it could fail to change perceptions. By being approachable, confident and genuine we were able to educate *and* entertain, ensuring strong resonance of the message.

## MEDIA EXECUTION

The media approach used a combination of:

- Television – :30 and :15 second spots to maximize reach and frequency
- In-store merchandising – shelf banners and floor decals
- Sampling – to help close the sale at point of purchase
- Fridge magnet giveaways – to serve as a constant reminder of the value of chocolate milk in-home

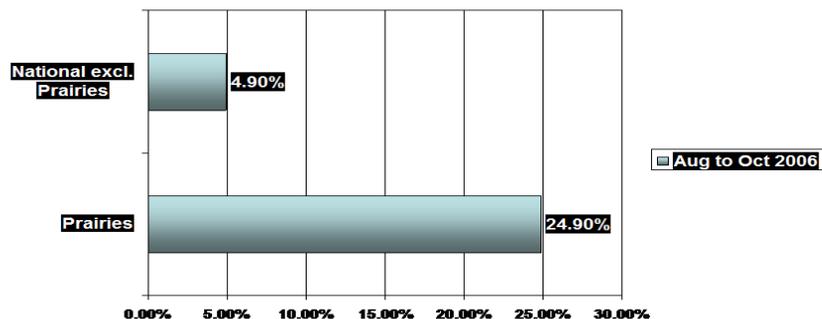
All creative carried our chocolate milk character to create synergy, and all materials ran simultaneously to quickly build reach and frequency.

Chocolate Milk Nutrition Education Promotion Campaign Summary																		
MARKETS:		Calgary, Edmonton, Regina, Saskatoon & Winnipeg																
TARGET:		Females 25-54																
Media	Format	Description	August				September				October							
			31	7	14	21	28	4	11	18	25	2	9	16	23	30		
<b>TELEVISION</b>																		
	<b>MEDIA</b>																	
	:30s	Appointment Programming																
	:15s																	
<b>IN-STORE</b>																		
		Sampling, shelf banners shopping carts, give aways																

## BUSINESS RESULTS

Chocolate milk volume for Aug to Oct 06 grew by 24.9% versus year ago, generating an additional \$1,500,000 retail dollars. Volume significantly outperformed national volume ex Prairies, where growth was 4.9%. In addition, Prairie white milk volume grew over the same time, assuring us that the chocolate milk promotion did not cannibalize white milk, but rather stole volume from competitive beverages.

### Results – Chocolate Milk Sales



## **CAUSE & EFFECT BETWEEN ADVERTISING AND RESULTS**

The chocolate milk promotion was the key activity during the results period. The average retail price/litre during the promotion was actually higher than the same period year ago, but despite the higher price, volume grew significantly.

Beyond volume gains, consumers played back almost verbatim the message we delivered on television. It was not unusual for consumers to approach milk staff at events and talk about the 15 essential nutrients. Given that a key objective was to change attitudes and behavior over the short and the long term, consumer's ability to play back the message demonstrates its memorability and will serve to continue volume growth over time.

## INTRODUCTION TO CROSSOVER NOTES — CASSIES 2007

[For Prairie Milk]

Each year I update these Crossover Notes. If you've read this cover note before, you can skip it. If not, it's worth a quick read.

My career started with a seven year sentence in brand management at Procter & Gamble. Then I clambered up the ladder at O&M, becoming President and later Vice Chairman, all of this in Toronto. Then I set up as a consultant.

P&G and O&M were passionate about "lessons learned" from advertising effort, and so was I. All the Cassies cases have great lessons in them, though at the pace we work today these lessons are not necessarily easy to find.

I was thinking about this as I was editing Cassies 1997, and I had the idea for Crossover Notes. They started as bite-sized footnotes pointing out lessons that "cross over" from one case to another. Then, as time had gone by, they've evolved to what we have today.

You can use Crossover Notes in two ways. Although they weren't designed as a crash course in advertising, they are worth reading as a whole. You can also dip into them selectively. The headings on the next page will help you choose.

I've tried to be even-handed on controversial issues, but here and there you will sense my point of view. For this I thank the Cassies for not editing their Editor.

We now have close to 200 published cases. And I hope I've helped pass some of the learning on.

*David Rutherford*

Toronto: January 2008.

For more on brand-building see *Excellence in Brand Communication*—by leading Canadians from across the marketing and advertising spectrum. See also *Vulcans. Earthlings and Marketing ROI*, commissioned by the ICA, and published by Wilfrid Laurier University Press.

See [www.ica.adbeast.com](http://www.ica.adbeast.com).

## INDEX OF CROSSOVER NOTES FOR CASSIES 2007

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1. What a Brand Stands For.	✓
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4. Business Strategy dictated by the Brand Positioning.	
5. The Total Brand Experience.	
6. Should the product be improved?	
7. Fighting for the Same High Ground.	
8. Classic Rivalries.	
9. Turnarounds.	
10. Conventional Wisdom—should it be challenged?	
11. The Eureka Insight.	
12. Changing the Goalposts.	✓
13. Immediate vs. Long-Term Effect.	
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15. Baby with the Bathwater.	
16. When a campaign stumbles.	
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19. Great minds think alike.	✓
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21. Likeability.	
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25. Brand Linkage (when should the brand name appear).	
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30. Reach and Frequency versus Large-Space Impact.	
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34. Longer and Broader Effects, and <b>A Closing Thought</b> .	

The Notes for this case are marked ✓ and come next.

Note: Cassies uses “advertising” in its broad sense. It not only stands for advertising through the main media of broadcast, print, out of home etc. Where appropriate, it also stands for Direct Marketing, PR, Interactive Marketing, Buzz Marketing, Event Marketing, Product Placement etc.

## PRAIRIE MILK CROSSOVER NOTES FOR CASSIES 2007

1. **What a Brand Stands For.** People in real life hardly give the deeper meaning of brands a second thought. They know that some appeal more than others. They may have a sense that brands jostle for their attention. But that's about it. They certainly don't agonize over the *essence* of this, or the *brand truth* of that.

That said, branding goes deeper than we in marketing may realize. Before marketing was even thought of, branding was part of life. Everything from national flags, to coinage, to the uniforms of soldiers, boy scouts and Supreme Court judges, to the plumage on peacocks (human and otherwise), is a form of branding. Business had an early example in the 1800s when Harley Procter of P&G heard a pastor quote a biblical text about ivory palaces. Goodbye Procter & Gamble White Soap. Hello Ivory. More recently, Tom Peters published *A Brand Called You*. And Tony Blair tried to re-brand the UK as "Cool Britannia."

A brand, in the fullest sense, is hard to define. Dictionary definitions tend to focus on the trademark aspect, and yes, branding does involve some sort of identifying mark. But this misses the point. What makes a brand valuable?

*The answer is The Advantage of Belief.*<sup>1</sup> Charles Revson of Revlon famously said, "In the factory we make cosmetics. In the store we sell hope." In other words, a brand is not a product; it's what people *believe* about a product. These beliefs can be immensely powerful. The most astonishing is the placebo effect. In clinical trials, many patients respond to the "sugar pill," even when they have serious diseases. We see the same thing with blind and identified product tests. With a strong brand, the preference jumps. (See *What's in a Name* by John Philip Jones.) And when the Advantage of Belief takes hold, it leads to a long list of benefits:

- |                                   |                                               |
|-----------------------------------|-----------------------------------------------|
| a) Customer loyalty               | e) Facilitating brand extensions              |
| b) Higher price                   | f) Withstanding competitive attack            |
| c) Higher cash flows              | g) Motivating staff and attracting new talent |
| d) Higher long-term profitability | h) Potentially augmenting the stock price     |

This doesn't, of course, answer the question, "how do you build these beliefs?" There are widely varying notions, but most people agree on the basic principles: (1) stake out what the brand can and should stand for (2) stick with this over time (3) evolve to account for lessons learned and market changes.<sup>2</sup>

This can't be done by empty promises. We have to assess what consumers want against what the product delivers—and tell the story better than competitors do. We have a melting pot of perceptions and reality to work with. All the "brand" ideas are there to help—Brand Image, Equity, Personality, Character, Essence, Relationship, Footprint, Truth, Soul, Identity, and so on—along with old faithfuls like Positioning, Focus of Sale, USP, Features, Attributes, Benefits and Values. Whatever the terminology, though, the brand has to stand for something relevant and different in the consumer's mind. See also *Crossover Note 26*.

<sup>1</sup> This is a phrase of mine, though the idea that a brand is "more" has been described by many authors.

<sup>2</sup> How do you do this? See *Excellence in Brand Communication*: [www.ica.adbeast.com](http://www.ica.adbeast.com)

**2. Brand Truths.** Successful advertising (in fact all successful communication) resonates with its audience. As a marketer, you may want people to believe that you have the best-tasting coffee, but simply saying, “I have the best-tasting coffee” will not usually get the resonance you need. One school of thought believes in saying the obvious as loudly and even as crassly as you can. We could call it the Bad Boy syndrome. Another has led to the idea of Brand Truths. These operate on a deeper level than simple claims. One of the top UK agencies described the process as “we interrogate the product until it confesses its strength.”

I was once the Brand Manager on Tide, and when we were asked, “What does Tide stand for” we said, “Superior cleaning. Not whitening. Not Brightening. Not Fabric Care. Superior *cleaning*.”<sup>3</sup>

Superior cleaning was the religion on Tide, and Tide delivered, despite the cliché that all detergents are alike. But this was only a glimmer of the Brand Truth. If you “interrogated” Tide the most startling truth was the *intense belief* of Tide users. This came to life in the immensely successful “Two for One Swap” campaign. Hidden cameras watched as women who had just bought Tide were offered two boxes of another good detergent in exchange. They adamantly refused, delivering off-the-cuff endorsements that no copywriter could ever have written. The campaign ran for years, and only came to an end because of its success—women knew it so well that the “candid camera” interview became impossible. Many Brand Truths are also insights, and for a list see [11. The Eureka Insight](#) and [12. Changing the Goalposts](#).

**12. Changing the Goalposts.** Some insights come from seeing what was always there to be seen. (Sunlight’s Cassies 99 joy of getting dirty is an example.) Others re-frame the problem, such as:

- Cow Brand Baking Soda’s extended usage.
- Johnson’s Baby Shampoo’s re-positioning against adults.
- Cereals trying to get eaten as a late night snack.
- Baileys (2005 and 2006) going against wines and beer occasions.

Insights can also spring from what is *not* being said. Eggs in Cassies 99 is an example. Word-association tests played back benefits, but did *not* identify that eggs are natural. Somehow, this absence caught the agency’s eye. They made “natural” into a powerful campaign using real farmers, and turned around a 17-year decline.

Purina is another example. At one time, everyone sold dog food on taste and nutrition. Not surprisingly, consumers played these back as the important benefits, reinforcing conventional wisdom. The team at Scali/Purina then saw the significance of the unspoken (and deeper) truth—that a dog is part of the family. This led to the immensely effective “helping dogs lead longer lives” campaign.

This also points up the need look beyond Canada. PAL in the UK had earlier arrived at similar thinking, leading to their famous “prolongs active life” campaign.

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<sup>3</sup> P&G defined “what the brand stands for” by a document they called the Creative Strategy. In those days, if anyone dreamt that the Tide Creative Strategy should include whitening, brightening etc. it was seen as an offence against all that was holy. Since then, P&G has changed its views, and now takes a broader view—as recent Tide advertising for fabric care and Tide-with-Febreze attest.

**18. Keeping it Simple.** We've all been to a presentation that was so complicated that nothing registered. In other words, we know that KISS works. But when it comes time to approve a creative strategy a lot of people get overtaken by the urge to cram everything in. This has to be resisted. P&G say that you have to "feel the pain of leaving things out." Trout & Ries give similar advice.

Scott Bedbury (of Nike and Starbucks, and himself a client) blames clients for the habit. He points out that it's hard to see what's wrong with adding another benefit or copy point. I can add from personal experience that the agency advice to leave things out unfortunately does not have much traction against a client who says, "let's leave it in." A pity.

There's a sub-set of this problem when a brand has an emotional benefit *and* a rational claim. Examples are (1) Philly in Cassies III with "permission to indulge" and "60% less fat." (2) Scotiabank in Cassies 2002, wanting to sell individual services while improving overall image (3) Campbell's Soup in Cassies 2002, wanting to modernize its image, while getting nutrition facts across.

This is where expectations have to be realistic. The more points there are, the lower the impact of each. This is where experienced research companies can help. They have evidence about the trade-offs involved.

The points so far have been at the Creative Strategy level, but the execution should also be simple—or, said better, *simple for the audience to take in*.<sup>4</sup> The danger is that we know what we are trying to say, and so may not realize that an ad is unclear. I've also seen directors complicate commercials, in an effort to make them more interesting. Overall, though, virtually all Cassies advertising is simple.

**19. Great minds think alike.** Strong brands always differentiate themselves, but the underlying thinking does not necessarily have to be unique. In Cassies 2002, Diet Pepsi, Five Alive and toronto.com all came to similar conclusions about the young men i.e. they are media savvy, cynical about marketing, feel responsibility looming, and don't want to give up on the best and craziest parts of being young. Fido and Clearnet in earlier Cassies both identified a confused and intimidated public. The car cases in Cassies 2003 (Dodge SX 2.0, MINI, and Toyota Matrix) all had similar conclusions about the joy of driving. Butter in Cassies 2005 and Eggs in Cassies 99 uncovered similar ideas about "natural." Designer Depot and K&G stores in Cassies 2005 came to similar conclusions about the quality/price shopper. Twix, looking at 20-somethings, found attitudes similar to what Diet Pepsi and Five Alive had found. And Chocolate Milk and Wonder bread both came to the same conclusion about getting a nutrition message across — i.e. keep it simple.  
See also *7. Fighting for the Same High Ground*.

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<sup>4</sup> Simplicity is not as simple as it used to be. Direct Marketing and Websites relish multiple copy points, provided they have selling power. Also, the "visual landscape" has changed, and people raised on music videos and video games can absorb a plethora of images that leave older baby boomers bewildered. Finally, the notion of "the brand" is often more complex than it was in the days of Volvo = Safety and Tide = Clean.. That said, a piece of communication must still be easy to take in.